

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
UNCLASSIFIED		CONFIDENTIAL	
		SECRET	
OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1	Deputy Director for Support	3/27/72	f
2			
3	Director of Training		
4			
5			
6			
ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE
Remarks:			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
Executive Director-Comptroller 7D59			24Mar72
UNCLASSIFIED		CONFIDENTIAL	
		SECRET	

FORM NO. 1-67

237

Use previous editions

(40)

Distribution:

Orig - D/TR w/orig of att (DD/S 72-1172)

1- DD/S subject w/cy of att

DD/S 72-1172: Ltr dtd 23 Mar 72 to ~~Mr.~~ Mr. Colby fm Admiral Smith/ICAF, re thanks for correspondence on Agency rep to 1972-73 Resident Course of the Industrial College of the Armed Forces



ICOSA

DEPARTMENT OF DEFENSE  
INDUSTRIAL COLLEGE OF THE ARMED FORCES  
WASHINGTON, D.C. 20315

Executive Registry

72-532/1

LD/S 72-1172

23 March 1972

Mr. W. E. Colby  
Executive Director  
Office of the Director  
Central Intelligence Agency  
Washington, D. C. 20505

Dear Mr. Colby:

Thank you for your letter of 7 March 1972 advising of the selection of a representative of your Agency for attendance at the 1972-73 Resident Course of the Industrial College of the Armed Forces.

STAT

The College is pleased to have a representative from the Central Intelligence Agency in the forthcoming Resident Class, and I am happy to advise you that [redacted] is accepted as a student. We anticipate a pleasant and mutually beneficial association during the coming academic year.

We will send the nominee our expressions of welcome in the near future, and will include informational material which may be helpful in his planning.

Sincerely yours,

*J. V. Smith*  
J. V. SMITH  
Vice Admiral, USN  
Commandant

STAT

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single individual would not be meaningful. We believe [ ] will be able STAT  
to hold his own with his classmates and make an appropriate contribution to  
the program.

STAT

[ ] is cleared to receive Top Secret information. Our Office  
of Security will forward certification of clearance directly to you.

Please forward correspondence for our nominee in a covering  
envelope addressed to the Registrar, Office of Training, Central Intelli-  
gence Agency, Washington, D. C. 20505.

Sincerely,

/s/

W. E. Colby  
Executive Director

OTR/ISS/TSB:JH (2 Mar 72)

Rewritten:ADD/S:RSW/ms (7 Mar 72)

Distribution:

Orig - Adse

- 1 - Executive Director
- 1 - ER, w/cy/basic
- 2 - DD/S, w/cy/basic
- 1 - Trng Officer OER
- 1 - OTR/EA/SO, w/cy/basic
- 1 - OTR/ISS/AIR, w/cy/basic
- 2 - Exec Secy TSB, w/basic
- 2 - Chm TSB

ORIGINATOR: /s/ (on orig version)  
Robert S. Wattles  
Acting Chairman  
Training Selection Board

STAT

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Vice Admiral J. V. Smith, USN  
Commandant, Industrial College of the Armed Forces

*believe*

Business School, the Senior Seminar in Foreign Policy at State, etc. The appellation of "our best man" applied to any single individual would not be meaningful. We ~~trust~~ [redacted] will be able to hold his own with his classmates and make an appropriate contribution to the program.

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Sincerely,

W. E. Colby  
Executive Director

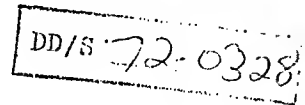
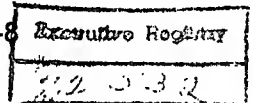


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DEPARTMENT OF DEFENSE

INDUSTRIAL COLLEGE OF THE ARMED FORCES

WASHINGTON, D.C. 20315



ICOSA

21 January 1972

Honorable Richard Helms  
Director  
Central Intelligence Agency  
Washington, D. C. 20505

Dear Mr. Helms:

As in past years the Joint Chiefs of Staff have authorized the attendance of a limited number of civilian students at the Industrial College of the Armed Forces. I am happy to invite you to nominate one candidate from your Agency for the 1972-73 academic year.

Attachment #1 sets forth criteria and qualifications. If carefully followed, we believe they should result in the nomination of the kind of student who can compete with the other civilian students and the more numerous military students in the class.

In the past the performance of some of our civilian students has been disappointing. For this reason I feel impelled to ask you to take a personal interest in the selection of your nominee, or if you cannot do so, to see to it that the selection process is monitored by someone who represents you and is (please excuse the word) super-motivated. I am well aware that the homo sapiens boss is reluctant to let his best subordinate go away to school. Understandably he prefers to release a less competitive individual who, after his arrival here, unfortunately continues to be just that--less competitive.

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As an aside, our military students are ordered here by the central personnel office of the parent Service, thus ensuring in a painless manner both the availability of the officer and careful screening of his qualifications. This arrangement does tend to give our military students a performance advantage--but not over the civilian student whose selection has been guided by a supermotivated monitor in his parent agency. In any case, the academic atmosphere here tends to submerge civilian-military distinctions as well as those of rank and agency affiliation.

We are naturally interested in what the individual, regardless of where he comes from, can contribute to the class from his own experience, education, and native ability. In a class made up of students from five military Services and as many as 20 Government agencies, each providing many different areas of specialization, you can well imagine that the diversity of background is wide. All of this makes for a great deal of lateral learning.

Registration for the 1972-73 academic year is scheduled for 7 August 1972. We would appreciate it if you would notify us of your nomination by 10 March 1972, including a personal history of sufficient substance to permit an evaluation of the nominee. Clearance for access to Top Secret information is required for each student.

I would welcome an opportunity, for myself or for a member of my staff, to discuss this matter further and to answer any questions you may wish to raise. I believe the participation of your Agency in our program has been mutually beneficial in the past, and I look forward to a continuation of the association.

Sincerely,



J. V. SMITH  
Vice Admiral, USN  
Commandant

1 Attachment  
as stated



CRITERIA FOR SELECTION OF CIVILIAN EMPLOYEES  
FOR ATTENDANCE AT THE INDUSTRIAL COLLEGE OF  
THE ARMED FORCES

The opportunity of having civilian employees attend The Industrial College of the Armed Forces affords an exceptional means of assuring that key civilian personnel are properly equipped to carry out high-level responsibilities in the management of national security. It is important that the necessary time and attention be devoted to the selection of nominees for this purpose, if an agency with assigned student spaces is to take full advantage of this outstanding opportunity. In the selection, the following criteria will be observed:

1. The employee must have an appointment without time limitation and must have a competitive status if employed in the competitive service.
2. The employee should hold a position, or have been selected for a later assignment to a position, which entails considerable decisionmaking responsibility in the management of national security resources including the related economic, social, political, environmental, technological, administrative, and military factors. Further, the employee's position should require him to have an understanding in depth of the principles, policies, operations, and organizations involved in national and international security affairs.
3. The employee must occupy a position in grade GS-15 or above. In a few instances, employees in grade GS-14 who have demonstrated an exceptionally high potential for advancement may be considered for selection.
4. The employee should be at least 35 years of age and preferably in the age bracket of 38 to 45 years.
5. The employee should possess the educational background, maturity, and poise to meet on an equal footing the military students (Army, Air Force, and Marine Corps Colonels and Lieutenant Colonels, and Navy Captains and Commanders) and civilian students of equivalent rank. Possession of a bachelor's degree or its equivalent has been found to be the normal minimum. In recent years the percentage of students possessing Masters or Doctors degrees has risen to above 50%.

6. The employee must have arrived at a point in his career development where the specific educational opportunity offered by the College is appropriate and desirable for his future development. Careful consideration should be given to the employee's probable future assignments and responsibilities and a judgment made concerning the applicability of the College's program to his development.

7. Because of the extremely broad scope of the College courses, employees nominated should have demonstrated a capacity to adjust themselves readily to a variety of substantive fields, to master complex subject matter quickly, and to appreciate the problems and understand the implications involved in economic, political, technological, administrative, and military planning.

8. One of the learning techniques used by the College is small group activity. Employees nominated for attendance should, therefore, have demonstrated an adaptability for work in small groups as an approach to the educational process.

9. The employee must have or be able to obtain clearance for access to Top Secret information.

10. The employee must desire to attend the College.

TRANSMITTAL SLIP		DATE	2 March
TO: <input type="text"/>			
ROOM NO.	BUILDING		
7024	Hqrs		
REMARKS:			
<p>STAT</p> <p><input type="text"/> and I decided the best way to handle this was to have Mr. Wattles originate it as Acting Chmn, Training Selection Board. That will keep it in the TSB area where it really belongs. Actually, the incoming letter should have been routed to Mr. Cunningham as Chmn, TSB instead of Director of Training; it is Board business and not OTR.</p> <p>Thanks for your help.</p> <p style="text-align: right;"><i>JH</i></p> <p style="text-align: right;">STAT</p>			
FROM:		<input type="text"/>	
		STAT	
ROOM NO.	BUILDING	EXTENSION	
1036	C of C	<input type="text"/>	

FORM NO. 241  
1 FEB 55

REPLACES FORM 36-8  
WHICH MAY BE USED.

(47)

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
<input type="checkbox"/>	UNCLASSIFIED	<input type="checkbox"/>	CONFIDENTIAL
<input type="checkbox"/>		<input type="checkbox"/>	SECRET
<b>OFFICIAL ROUTING SLIP</b>			
<b>STAT</b>			
TO	NAME AND ADDRESS	DATE	INITIALS
1	Exec. Secretary, OTR/TSB Rm 1036, CoC Bldg		
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<input type="checkbox"/>	ACTION	<input type="checkbox"/>	DIRECT REPLY
<input type="checkbox"/>	APPROVAL	<input type="checkbox"/>	DISPATCH
<input type="checkbox"/>	COMMENT	<input type="checkbox"/>	FILE
<input type="checkbox"/>	CONCURRENCE	<input type="checkbox"/>	INFORMATION
<input type="checkbox"/>		<input type="checkbox"/>	PREPARE REPLY
<input type="checkbox"/>		<input type="checkbox"/>	RECOMMENDATION
<input type="checkbox"/>		<input type="checkbox"/>	RETURN
<input type="checkbox"/>		<input type="checkbox"/>	SIGNATURE

**Remarks:**

To 1 - The attached draft is forwarded per your recent telephone request.

FOLD HERE TO RETURN TO SENDER

FROM: NAME, ADDRESS AND PHONE NO.

DATE

Assistant Deputy Director for Support 7D18, Hqs

*Training 5-1*  
Draft - ADD/S:RSW/ms

29 February 1972

DRAFT PARAGRAPH FOR INCLUSION IN RESPONSE TO ICAF

REF: DD/S 72-0328

As with all of our nominees for Senior Schools, Mr. \_\_\_\_\_ was selected by an Agency-wide Training Selection Board from among many employees nominated by the various Agency components. The Board makes its selections not only against our own tough internal criteria but also in terms of what we feel are the best fits for the particular Schools. We go through this procedure annually for not only ICAF but the National War College, Harvard Business School, the Senior Seminar at State, etc. The appellation of "our best man" applied to any single individual would not be meaningful. We trust Mr. \_\_\_\_\_ will be able to hold his own with his classmates and make an appropriate contribution to the program.

Atts

DD/S 72-0328 w/OTR Background Material

DD/S Distribution:

Orig - Executive Secretary, Training Selection Board, OTR,  
w/Orig of Att

1 - DD/S Subject, w/cy of Att & DD/S Background ✓

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UNCLASSIFIED CONFIDENTIAL SECRET

**OFFICIAL ROUTING SLIP**

TO	NAME AND ADDRESS	DATE	INITIALS
1	ADDS		
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<input type="checkbox"/> ACTION	<input type="checkbox"/> DIRECT REPLY	<input type="checkbox"/> PREPARE REPLY
<input type="checkbox"/> APPROVAL	<input type="checkbox"/> DISPATCH	<input type="checkbox"/> RECOMMENDATION
<input type="checkbox"/> COMMENT	<input type="checkbox"/> FILE	<input type="checkbox"/> RETURN
<input type="checkbox"/> CONCURRENCE	<input type="checkbox"/> INFORMATION	<input type="checkbox"/> SIGNATURE

**Remarks:**

The paragraph for ICAF  
I mentioned.

**FOLD HERE TO RETURN TO SENDER**

FROM: NAME, ADDRESS AND PHONE NO.	DATE
DTR	3-11-72

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Next 2 Page(s) In Document Exempt

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STAT

STAT

[REDACTED]

Head of Office of Academic Plans and Research

basis for the letter was a historical review of the  
ratings of the reps by each faculty member  
going back in time but not including the incumbent

State, NASA, CIA

based on Admiral's expressed wish that he not have  
to turn down nominees in the future because of  
any misgiving

STAT

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CONFIDENTIAL

SECRET

## OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	Executive Director-Comptroller 7D59 HQS	31 JAN	WEC/E
2			
3	DDS/EXO		
4			
5			
6			

<input type="checkbox"/> ACTION	<input type="checkbox"/> DIRECT REPLY	<input type="checkbox"/> PREPARE REPLY
<input type="checkbox"/> APPROVAL	<input type="checkbox"/> DISPATCH	<input type="checkbox"/> RECOMMENDATION
<input type="checkbox"/> COMMENT	<input type="checkbox"/> FILE	<input type="checkbox"/> RETURN
<input type="checkbox"/> CONCURRENCE	<input type="checkbox"/> INFORMATION	<input type="checkbox"/> SIGNATURE

## Remarks:

Bill:

I've read the letter from Admiral Smith, ICAF Commandant, with surprise and some annoyance. It certainly is out of place and I can't imagine it is really intended to "blast" CIA and its students.

My recommendation is that we do nothing until we submit our nomination prior to the 10 March deadline. I see no reason to explain or justify our selection procedures, especially given the record of our attendees

STAT

1-3 Please  
STAT give me a call

John W. Coffey

FOLD

O SENDER

FROM: NAME, ADDRESS AND PHONE NO.

DATE

Deputy Director for Support 7D26 HQS

STAT

1/28/72

DD/S REGISTER

FILE *Training 5-1*


Executive Director-Comptroller  
7D59 HQS


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STAT

  
John W. Coffey

Deputy Director for Support 7D26 HQS x  1/28/72

EO-DD/S:LDP:ES (27 Jan 72)

STAT Rewritten: DD/S:JWC:maq (28 Jan 72)

Distribution:

Orig - Adse

*by hand*

*1* - DD/S Subject

1 - DD/S Chrono


w/background

*DD/S 28-03-78*

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UNCLASSIFIED		CONFIDENTIAL		SECRET	
OFFICIAL ROUTING SLIP					
TO	NAME AND ADDRESS		DATE	INITIALS	
1	The Director		24 JAN 1972	<i>WJ</i>	
<del>2</del>	The Executive Director		24 JAN	<i>WJ</i>	
<del>3</del>	DD/S		1-24-72	<i>WJ</i>	
4	Director of Training				
5					
6					
<input checked="" type="checkbox"/>	ACTION	<input type="checkbox"/>	DIRECT REPLY	<input checked="" type="checkbox"/>	PREPARE REPLY
<input type="checkbox"/>	APPROVAL	<input type="checkbox"/>	DISPATCH	<input type="checkbox"/>	RECOMMENDATION
<input type="checkbox"/>	COMMENT	<input type="checkbox"/>	FILE	<input type="checkbox"/>	RETURN
<input type="checkbox"/>	CONCURRENCE	<input type="checkbox"/>	INFORMATION	<input type="checkbox"/>	SIGNATURE
Remarks:					
<p>To 4: Please prepare a response for the Executive Director's signature. It might be well to give him two choices: (1) the usual acknowledgment and response, (2) a response which shows the thoroughness of our selection procedures.</p> <div style="text-align: right; margin-right: 100px;">   O/ExDir </div> <p>Suspense: 3 March 1972</p>					
FOLD HERE TO RETURN TO SENDER					
FROM: NAME, ADDRESS AND PHONE NO.				DATE	
UNCLASSIFIED		CONFIDENTIAL		SECRET	

FORM NO. 237

Use previous editions

(40)

DD/S Distribution:

Orig - D/TR w/orig of att (DD/S 72-0328).

1 - DD/S subject w/cy of att

DD/S 72-0328: Ltr dtd 21 Jan 72 to DCI fm Admiral J. V. Smith, Industrial College of the Armed Forces, subj: invitation for Agency to nominate candidate for 1972-73 academic year

STAT



DEPARTMENT OF DEFENSE

INDUSTRIAL COLLEGE OF THE ARMED FORCES

WASHINGTON, D.C. 20315

Executive Registry  
72-532

DD/S 72 0328

ICOSA

21 January 1972

Honorable Richard Helms  
Director  
Central Intelligence Agency  
Washington, D. C. 20505

Dear Mr. Helms:

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1 Attachment  
as stated

*Hugh: Do you have  
any idea if we were  
singled out for this  
blast — or do you  
assume all civilian  
agencies get the same?  
Ben*



CRITERIA FOR SELECTION OF CIVILIAN EMPLOYEES  
FOR ATTENDANCE AT THE INDUSTRIAL COLLEGE OF  
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